SECTION 2

PRESENTATION OVERHEADS

Presentation Overheads

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Developing Leadership Talent
Linkage Teleconference

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Henry Kravis Research Chair Professor   CEO, Quantum Corporation
Claremont McKenna College
Claremont, CA

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Something is Wrong

- **High number of executive failures**
- **Continued search for 'outside talent'**
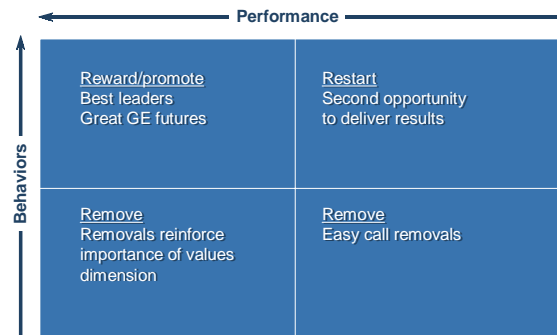- **'French school of swimming' still dominates**

Best Practice Organizations

- **Culture valuing leadership and development**
- **Top team are enthusiastic champions**
- **Development through sophisticated succession – emphasizing job assignments**
- **Promotions and rewards tied to both performance and leadership**
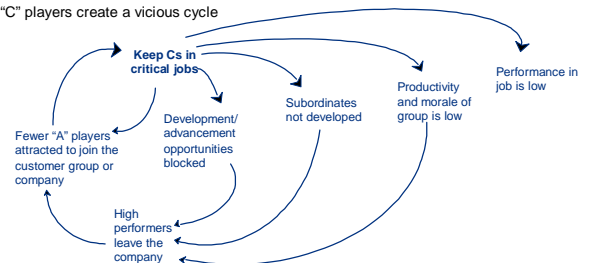
Best Practice Organizations

- **Intense use of a broad range of development interventions**
- **Frequent, candid developmental feedback**
- **Linked to core processes, systems, cycles**
- **Early warning systems in place to pre-empt derailments**

Selection: GE Behaviors and Performance

Performance →

Behaviors ↑

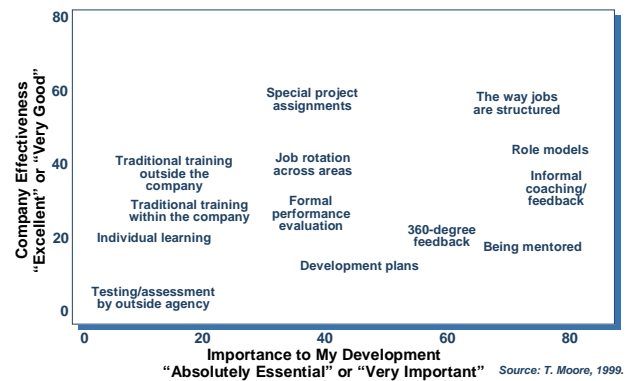|	
Reward/promote Best leaders Great GE futures	Restart Second opportunity to deliver results
Remove Removals reinforce importance of values dimension	Remove Easy call removals

"C" Players are Costly

- At least 10% of your organization contains "C" players
- In 2005, "C" players will cost the organization $X (10% of Personnel expense)
- McKinsey's "War for Talent" research indicates "A" players outperform "C" players by 3X
- "C" players create a vicious cycle

Keep Cs in critical jobs

Development/advancement opportunities blocked

Subordinates not developed

Productivity and morale of group is low

Performance in job is low

Fewer "A" players attracted to join the customer group or company

High performers leave the company

Selection: GE Career Derailers

- **Does not build or leverage peer relationships…not a team player**
- **Promoted too fast … lacks 'experience maturity'**
- **Cannot execute through others … does not develop other leaders**
- **Lacks personal impact … does not project confidence**
- **Stops growing … not open to feedback and lacks introspection**
- **Ego gets in the way … tries to go it alone**

What Matters Most for Development is Often Not Delivered

Company Effectiveness "Excellent" or "Very Good" (y-axis, 0 to 80)

Importance to My Development "Absolutely Essential" or "Very Important" (x-axis, 0 to 80)

- Special project assignments
- The way jobs are structured
- Role models
- Traditional training outside the company
- Job rotation across areas
- Informal coaching/feedback
- Traditional training within the company
- Formal performance evaluation
- 360-degree feedback
- Being mentored
- Individual learning
- Development plans
- Testing/assessment by outside agency

Source: T. Moore, 1999.

Best Practice Bosses

- **Possess a strong development mindset**
- **Proactive coaching and mentoring**
- **Role model**
- **Hold staff accountable for leadership behavior**
- **On-going feedback especially around derailment behavior**
- **Assignments for development**

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Coaching

- Look for useful coaching opportunities before, after, during an activity
- Focus on one behavior at a time
- Assess the timing: is your staff member receptive and is there time?
- Effective coaches use questions more so than answers

Top 10 Career Stallers and Stoppers

1. Overmanaging
2. Insensitive to Others
3. Defensiveness
4. Arrogance
5. Overdependence on a single skill
6. Key skill deficiencies
7. Failure to build a team
8. Failure to staff with winners
9. Lack of composure
10. Unwilling/unable to adapt to differences

Your Own Derailers

- You cannot eliminate your derailers …they have been with you from the start
- Some are personal strengths, and some are weaknesses
- There are situations that will trigger your derailers
- They have to be consciously 'managed'

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Actions for the Organization

- **Make 'derailing behavior' explicit**
- **On-boarding help at transitions**
- **Balance early career 'learning from the job' with over-promoting**
- **Create "chief talent officers" in each unit. They "own" leaders' success in that unit…end-to-end**
- **Tollgates to monitor progress (45, 90, 180, 365 days) especially of executives**